

EXHIBIT 3



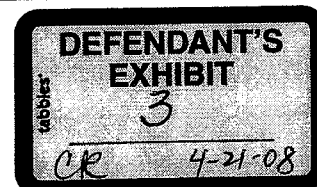
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H25 PERFORMANCE APPRAISAL
2003

ID #: 523400

NAME: BRYAN, EDMUND H

C.C. 2307



MKSCC 00241



MEMORIAL SLOAN-KETTERING CANCER CENTER POSITION PROFILE/PERFORMANCE APPRAISAL

This Position Profile/Performance Appraisal is a comprehensive tool designed to contain all information needed to:

- Define a job including responsibilities and requirements
- Define the level of performance required to meet the expectations for carrying out these responsibilities
- Define the level of performance required to exhibit the Center's Core Competencies
- Appraise an individual's performance against the defined requirements

This document replaces the job description, performance standards, and performance appraisal form.

Division (5 char):	<u>CH</u>	Cost Center #:	<u>23070</u>
T/O # (s):	<u>006, 7, 9, 14, 16, 18-26, 28-40</u>	Salary Grade:	<u>S 21</u>
Job Title:	<u>Central Sterile Technician I/ II</u>	Job #:	_____
Dept. Name:	<u>Central Processing Department</u>	JCC#:	_____
Prepared By:	<u>John L. Meggs</u>	Date:	<u>January, 2003</u>
Administrative Approval:	<u>Eric Schore</u>	Date:	_____
Human Resources:	<u>Esther Altman</u>	Date:	_____
Exempt:	<u>Non-Exempt: X</u>		
Reports To:	<u>Supervisor, Central Processing Department</u>	<u>23070/003</u>	
	<i>Title of Immediate Supervisor</i>	<i>Cost Center; T/O#</i>	

Main Function:

To decontaminate, package and sterilize reusable hospital surgical instrumentation & equipment as per established hospital and departmental guidelines.

Employee: EDMUND BRYAN ID: 52340 Review Date: 9-11-03

JOB RESPONSIBILITIES/PERFORMANCE EXPECTATIONS

Responsibility: INFECTION CONTROL				
Reference: former safety guidelines per department guidelines in the decontamination area and compliance with hospital and department infection control practices				
Percent of Time: 20%		Level of Importance: Critical		Transferability/Permanence: NT
Performance Expectations: <ul style="list-style-type: none"> ➤ Changes detergents/ lubricants as needed for cart washers, tunnel washers and utensil washers. ➤ Changes large sink solution when large amounts of bioburden are visible or solution is cloudy. ➤ Tests all flexible scopes for leaks as per established guidelines. ➤ Prioritizes Clinic and Operating Room scopes and trays to ensure availability. ➤ Removes and cleans all drains of locking arrows, data cards, and other debris from tunnel washers, utensil washers, cart washers, ultrasonic washers, and sinks on a daily basis. ➤ Scans all case carts, scopes and instrument sets immediately upon removal from dumb waiter or receipt from GI Clinic, Head & Neck and SDH. ➤ Disassembles all surgical instruments (e.g., endoscopic, laparoscopic) when hand washing instruments and checks to make sure that no bioburden is present before passing through to the Prep & Pack area. ➤ Opens all surgical instruments on surgical sets to expose box locks and serrated edges before placing in tunnel washers. ➤ Changes gloves upon leaving decontamination area and when gloves are punctured, worn or dirty. ➤ Washes hands using antiseptic soap upon changing gloves. ➤ Removes all protective clothing and equipment and disposes appropriately within decontamination area before leaving; changes gloves if punctured, worn, or dirty. ➤ Checks dumb waiter for dirty case carts. ➤ Washes IV pumps, IVACs, commodes, soiled carts, mats and any other soiled non-disposable items on receipt. ➤ Places all baskets in designated area, arrange supplies on shelves and discard all soiled linen. 				
				Weight: 20%
1 Significantly fails to meet requirements	2 Inconsistently meets requirements	3 <input checked="" type="checkbox"/> Consistently meets requirements	4 Consistently exceeds requirements	5 Performance results in substantial impact
Comments:				
Development Activity (if applicable):				

* See last page for complete description of rating scale.

JOB RESPONSIBILITIES/PERFORMANCE EXPECTATIONS

Responsibility: ASSEMBLY & PACKAGING				
Subjects and preparation: instrument and equipment, during assembly and packaging				
Percent of Time: 20%		Level of Importance: Critical		Transferability/Permanence: NT
Performance Expectations: <ul style="list-style-type: none"> > Inspects instruments from washer-decontaminator for cleanliness (i.e. free of all visible soil and waste) and workability (e.g. physical damage, proper operation, all parts accounted for) > Scans all scopes, instrument sets and other barcode items before and after assembling to the Abacus instrument tracking system. > Takes appropriate action if instruments do not pass inspection (e.g. returns to decontamination, replaces item if available, places item in repair basket). > Checks instruments for tips alignment, broken box locks, sharpness, bioburden, frayed cords, etc. > Assembles sets of instruments according to user department specifications; always includes chemical indicator. > Checks for completeness of instrument sets and records all items in set on appropriate count sheet. <ul style="list-style-type: none"> > Checks for department specified chemical indicator & sterilization tape. > Checks that appropriate locks are being used, orange for steam, green for ETO. > Checks that filters are secured & properly aligned. > Checks that correct count sheet is placed in container. > Adds missing items when identified; notifies Supervisor if item is not available, notes missing item, initials and dates count sheet and places second count sheet in "missing item" box. > Brings assembled set and count sheet to designated station for packaging. > Uses appropriate instrument container by checking that the inner basket tag matches the outside container and making sure container is dry before wrapping or locking. > Packages assembled sets appropriately (e.g. pull pouch, sterilization wrap, Aesculap/Genesis containers) assuring that all filters, chemical indicators, and arrows are in place. > Labels assembled and packaged sets completely; includes sterilization load number, date of sterilization, sterilizer machine number, and date of expiration. > Packages all "loosie" instruments per department guidelines. > Checks ETO sterilizers and removes load as necessary; runs load as needed. > Checks and assembles, as per Code Committee guidelines, all Emergency carts on a daily basis, including weekends. > Cleans up work areas and empties all linen bags at the end of shift. > Assists with the picking of 3rd, 4th, & 5th cases, if working a weekend shift. 				
				Weight: 20%
1 Significantly fails to meet requirements	2 Inconsistently meets requirements	3 ✓ Consistently meets requirements	4 Consistently exceeds requirements	5 Performance results in substantial impact
Comments:				
Development Activity (if applicable):				

JOB RESPONSIBILITIES/PERFORMANCE EXPECTATIONS

Responsibility: 3-STERILIZATION				
Selects appropriate sterilization mode, sterilize items and verifies established departmental AAMI Standards for sterilization.				
Percent of Time: 20%		Level of Importance: Critical		Transferability/Permanence: NT
Performance Expectations: <ul style="list-style-type: none"> Scans all items being sterilized. Selects appropriate sterilization mode (e.g. high vacuum steam, gravity displacement steam, ethylene oxide) for each item; considers type of item. Selects appropriate sterilization time, temperature, drying time for each item; considers type of item. Uses a biological test during sterilization for all implants. Asks charge person what method to use when item is new or unfamiliar. Performs sterilization procedures completely per department guidelines. Verifies that sterilization log number corresponds with sterilizer and places on Supervisor's desk. Attaches "exposed" indicator strip to sterilization log. Observes all quarantine protocols and records results on sterilization log. Proofreads all sterilization printouts to ensure sterilization parameters were met & obtains second signature as required by departmental policies; notifies charge person/supervisor if parameters were not met. Changes paper roll as needed. Changes label settings as required on a day-to-day basis, checks to make sure that the month, date, sterilizer number, and load number correspond to the appropriate times. Ensures a proper cool-down period (at least 20 minutes) before placing items into sterile storage or transporting to the Operating Room Clean Core. Tests scopes for leaks, checks containers for cleanliness and repackages all flexible scopes in appropriate containers; matching serial number of scope and container. Ensures that the correct scope/s are returned to right location/s, eg: GI, OR, M14, Head & Neck, Suffolk/Commack, Radiation/Oncology and Anesthesia areas Scans all items to Sterile Storage when appropriate. Attaches ETO cap on all scopes during preparation for ETO sterilization. 				
				Weight: 20%
1 Significantly fails to meet requirements	2 Inconsistently meets requirements	3 <input checked="" type="checkbox"/> Consistently meets requirements	4 Consistently exceeds requirements	5 Performance results in substantial impact
Comments:				
Development Activity (if applicable):				

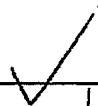
JOB RESPONSIBILITIES/PERFORMANCE EXPECTATIONS

Responsibility: 4- STORAGE				
Follows department guidelines and procedures for proper cool down, storage, and rotation of supplies.				
Percent of Time: 15%		Level of Importance: Critical		Transferability/Permanence: NT
Performance Expectations: <ul style="list-style-type: none"> ➤ Inspects all sterilized packages thoroughly before storing; assures package is dry, package has no punctures or tears, and chemical indicator shows exposure; takes appropriate action if packages do not pass inspection (e.g. places in designated area for resterilization or disposal). ➤ Stores items in clean room designated pre-labeled space according to place of distribution and type of item; stores all like items together; never stores items on floor. ➤ Stores oldest items up front / on top. ➤ Stores peel pouch items in appropriate container; allows enough room between each package to assure packages do not get crushed; checks condition of packages weekly and removes any crushed packages. ➤ Replenishes all bins of soft goods in Sterile Storage area for next shift. ➤ Checks shelves daily for misplaced items; if misplaced, puts item in appropriate place. ➤ Places General Stores stocks on labeled shelves. ➤ Keeps work area neat, tidy, and dust free. 				
				Weight: 15%
1 Significantly fails to meet requirements	2 Inconsistently meets requirements	3 <input checked="" type="checkbox"/> Consistently meets requirements	4 Consistently exceeds requirements	5 Performance results in substantial impact
Comments:				
Development Activity (if applicable):				

JOB RESPONSIBILITIES/PERFORMANCE EXPECTATIONS

Responsibility: DISTRIBUTION				
Distributes items upon request to user areas completing appropriate documentation.				
Percent of Time: 15%		Level of Importance: Critical		Transferability/Permanence: NT
Performance Expectations: <ul style="list-style-type: none"> > Fills requests completely and accurately per user department specifications; includes all items requested in correct numbers. > Scans all items to correct destination, Sterile Storage, OR Suites, Clean Core area & Case Carts using the Abacus system or appropriate logbooks. > Rotates all sterilized items; (instrument sets, peel pouches), looks for any compromise in the packaging (e.g. tears, unsterile indicators, unsealed openings) before sending to main operating room/ SDH or any other area requesting sterilized items. > Uses complete sets for distribution; informs Clean Core staff when a set is "incomplete." > Checks all filled requests for accuracy (e.g. item and amount) against user department specification before request leaves distribution area. > Distributes requests via appropriate means (e.g., via dumbwaiter to O.R., via Distribution to patient floor treatment rooms, in clinical cage for outpatient departments). > Assembles supplies & delivers to distribution for Nursing Units and Clinics. > Maintains "Case Complete" logbook, identifying O.R. Suite #, Case Cart #, Surgeon's name, date & surgical procedure/s count sheet #/s and assures information is consistent with O.R. schedule. 				
				Weight: 15%
1 Significantly fails to meet requirements	2 Inconsistently meets requirements	3 <input checked="" type="checkbox"/> Consistently meets requirements	4 Consistently exceeds requirements	5 Performance results in substantial impact
Comments: MR BRYAN DOES COMPLETE HIS JOB WITH ACCURACY.				
Development Activity (if applicable):				

JOB RESPONSIBILITIES/PERFORMANCE EXPECTATIONS

Responsibility: Inventory Management				
Manages inventory appropriately.				
Percent of Time: 10%		Level of Importance: Major		Transferability/Permanence: NT
Performance Expectations: <ul style="list-style-type: none"> > Informs Supervisor/ Lead Technician when inventories are being depleted and in need of replacements before the last item/s are used. > Minimizes waste of disposable items, such as work gloves, gowns, boots, etc. > Adheres to manufacturers specifications when diluting cleaning solutions. 				
				Weight: 10%
1 Significantly fails to meet requirements	2 Inconsistently meets requirements	3  Consistently meets requirements	4 Consistently exceeds requirements	5 Performance results in substantial impact
Comments:				
Development Activity (if applicable):				

CORE COMPETENCIES/KEY BEHAVIORS

Service 1: Treats those individuals (e.g. patient/family, client, Central employee) who depend on the quality, accuracy and timeliness of the work as unique individuals in a respectful, sensitive manner and focuses on understanding and meeting their needs.

Key Behaviors:

- Addresses individuals by name and utilizes relevant information in every interaction to create strong relationships.
- Demonstrates positive regard for individuals by maintaining an approachable demeanor (e.g., smiles appropriately, offers help to those who seem lost, willing to answer questions).
- Delivers services to the right place at the right time.
- Places the needs and convenience of service recipients before own.
- Anticipates service recipient's needs and attempts to fulfill them.
- Considers the impact on others when carrying out tasks and acts accordingly.
- Demonstrates flexibility in order to satisfy the service recipient.
- Keeps promises and commitments to service recipients.
- Researches/finds answers to questions that cannot be answered immediately and gets back to individual(s) with answer.
- Uses knowledge of services to ascertain what is possible to deliver to others and only promises what is possible to deliver.
- Continuously seeks to improve service processes, standards, and objectives.

				Weight: 15%
1 Significantly fails to demonstrate behaviors	2 Inconsistently demonstrates behaviors	3 <input checked="" type="checkbox"/> Consistently demonstrates behaviors	4 Consistently exceeds required behaviors	5 Performance results in substantial impact
Comments: MR BRAUN CAN USE A MORE APPROACHABLE DEMEANOR.				
Development Activity (if applicable):				

* See last page for complete description of rating scale.

CORE COMPETENCIES/KEY BEHAVIORS

Teamwork: Works collaboratively with others to accomplish departmental and organizational goals.				
Performance Expectations: <ul style="list-style-type: none"> ➤ Cooperates with all department staff in working towards departmental goals and objectives. ➤ Steps forward and helps co-workers when something must get done. ➤ Respects diversity/cultural differences. ➤ Changes focus and direction to meet the workload priorities of the department. ➤ Rebounds from conflicts with others and maintains a productive working relationship. ➤ Carries full weight when working with others to ensure a shared effort in the outcome. ➤ Attends all scheduled and impromptu departmental meetings promptly, and actively participates to accomplish team goals; provides reason for non-attendance and follows up to learn what transpired during meeting. ➤ Cooperates with coworkers and staff in other departments in sharing accurate information. ➤ Demonstrates flexibility to function as part of a team by complying with changes in routine without continuous supervision, adjusting to peak workload and completing priority assignments promptly. ➤ Follows through on recommendations for improved job performance; accepts and incorporates feedback on performance. ➤ Provides notifications for absences and vacation requests according to established guidelines. 				
				Weight: 20%
1 Significantly fails to demonstrate behaviors	2 <input checked="" type="checkbox"/> Inconsistently demonstrates behaviors	3 Consistently demonstrates behaviors	4 Consistently exceeds required behaviors	5 Performance results in substantial impact
Comments: MR BRYAN HAS IMPROVED HIS COOPERATION WITH OTHER STAFF.				
Development Activity (if applicable):				

CORE COMPETENCIES/KEY BEHAVIORS

Communication: Gives and receives information with professionalism and respect in order to promote a shared understanding.

Performance Expectations:

- Provides information in a clear, concise, organized manner; ensures the main points of the communication are emphasized; presents one idea at a time.
- Provides a level of detail that is appropriate to the listener(s) and the circumstance(s).
- Solicits feedback from others to ensure their understanding of communications.
- Uses active questioning techniques (e.g., open-ended, close-ended, probing) to obtain additional needed information to ensure complete understanding of situation before providing information and/or choosing a course of action; uses questions that prevent the receipt of biased information.
- Listens objectively; avoids making assumptions; avoids letting past experiences with an individual interfere in the listening process.
- Demonstrates courtesy and respect for others at all times (e.g., allows others to finish speaking before beginning to speak, keeps an even tone of voice, requests assistance from others).
- Uses nonverbal behavior to match and support verbal message (e.g., makes eye contact, maintains even rate of speech and inflection).
- Requests clarification from speaker if verbal and nonverbal communications do not match.
- Maintains a calm, professional manner; keeps composure under stressful conditions by considering context in which events occur and statements made.
- Answers all telephone calls on the second or third ring, identifying you, organization, and department.
- Communicates a professional image through the use of appropriate nonverbal behavior and proper attire (e.g., follows dress code); displays MSKCC ID badge at all times.
- Always respects confidentiality by giving information to those individuals who are authorized and have a need to know.
- Notifies Supervisor/ Lead Technician when leaving the work area for any extended period of time.

Weight:15%

1 _____ Significantly fails to demonstrate behaviors	2 <input checked="" type="checkbox"/> Inconsistently demonstrates behaviors	3 _____ Consistently demonstrates behaviors	4 _____ Consistently exceeds required behaviors	5 _____ Performance results in substantial impact
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Comments:

Development Activity (if applicable):

CORE COMPETENCIES/KEY BEHAVIORS

5. **Initiative:** Originates and follows through with a plan of action or task appropriate to meeting the needs of the situation (e.g., patient, team, organization, problem).

Key Behaviors:

- Demonstrates a willingness to try new assignments. Adapts to changing environment (e.g., new time schedules or changes in job responsibilities).
- Identifies what needs to be done to complete a job and does it.
- Uses time that becomes available to make progress on or complete pending tasks.
- Works to resolve routine problems independently.
- Works steadily at unpleasant or routine tasks until they are completed.
- Completes assignments without being prompted or reminded.
- Is open to new ideas from various sources and looks for/suggests ways to implement them.
- Takes advantage of opportunities to apply new skills.
- Keeps current on new developments in our area of expertise.
- Seeks appropriate knowledge of concepts, principles, and practices required of the job.

Weight: 15%

1 _____	2 <u>✓</u> _____	3 _____	4 _____	5 _____
Significantly fails to demonstrate behaviors	Inconsistently demonstrates behaviors	Consistently demonstrates behaviors	Consistently exceeds required behaviors	Performance results in substantial impact

Comments:

Development Activity (if applicable):

CORE COMPETENCIES/KEY BEHAVIORS

Judgment: Responds to issues with a systematic problem-solving approach (i.e., gathering information and weighing strengths of various solutions) to anticipate, accurately assess, and solve issues and problems.

Key Behaviors:

- > Asks questions or verifies information when not sure; does not make assumptions if unsure or unclear.
- > Directs efforts to what most needs attention by considering what's important and to whom, and number of people affected.
- > Seeks additional help to solve problems or complete tasks as necessary (e.g., due to lack of job knowledge, unavailability of best resource, unsure of or unclear about appropriate next step).
- > Follows established department guidelines and Center protocols in urgent situations and follows-up by notifying supervisor when necessary.
- > Applies existing rules and procedures to guide actions and decisions.

				Weight: 15%
1 _____ Significantly fails to demonstrate behaviors	2 _____ Inconsistently demonstrates behaviors	3 <u>✓</u> _____ Consistently demonstrates behaviors	4 _____ Consistently exceeds required behaviors	5 _____ Performance results in substantial impact

Comments:

MR. BRYAN DOES ASK QUESTIONS TO VERIFY
INFORMATION WHEN NEEDED.

Development Activity (if applicable):